

RESEARCH FRONTS REGARDING EMPLOYEES' PERCEPTION OF HRM PRACTICES

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Abstract: *Crafted to effectively manage and optimize human capital in organizations, HRM practices bolster organizational objectives and improve entity prosperity and sustainability. These practices combine strategic foresight, supportive leadership, and innovative solutions to create a harmonious and thriving work environment. The foundational premise for this research is the cognition that HRM practices' perceptions by "human" constituents of an organization may differ greatly. The conducted study chose to focus solely on employees' interpretations of HRM practices (omitting the managerial perspective), simultaneously discussing HRM practices in bundles (transcending the limitations of the "isolated practice-centric" literature approach). The research aims to advance HRM theory in the previously mentioned field by integrating current knowledge, as there are very few recent studies doing so. The paper provides a critical, qualitative, and comparative review of the HRM practices research literature by analyzing thirty-three peer-reviewed studies published in a dozen international journals from 2019 to 2024. To gain credible holistic literature synthesis, the journal list primarily consisted of reputable, highly ranked*

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journals known for their influential research history and substantial impact on HRM knowledge. The main research finding is a comprehension that HRM practices are not merely administrative routines but transformative tools that can alter employee behavior whilst elevating organizational performance and effectiveness in tandem.

Key words: *HRM theory, perceived HRM practices, employee perception, systematic literature review.*

INTRODUCTORY CONSIDERATIONS

HRM involves a diverse array of activities aimed at attracting, selecting, developing, motivating, utilizing, and keeping personnel. If conducted in an organizational environment these activities are recognized as HRM practices (Jiang, Lepak, Hu & Baer, 2012; Bello-Pintado, 2015). Common assumptions in studies on HRM practices according to Wang, Kim, Rafferty & Sanders (2019), as well as Beijer, Peccei, van Veldhoven & Paauwe (2021), include but are not limited to the subsequent points. Firstly, HRM practices are not a monolithic concept. They can be observed from different perspectives – both managerial and employee. Secondly, they may serve as a communication channel between employer and employee, delivering unidirectional explicit messages to the workforce (whether intentional or unintentional). The opinions employees later develop about HRM practices reflect the messages they have gotten from their employer, either through observing or personally experiencing those practices. Precisely, the perceptions, whether on an individual or group scale, demonstrate how employees interpreted the intentions and priorities communicated by the HRM strategies of the organization. Thirdly, employers and employees may have different perspectives on the types of HRM practices and the motivation behind their implementation. The body of research on employees' perceptions of HRM practices (Wang et al., 2019; Beijer et al., 2021) openly acknowledges this disparity, highlighting how employees' subjective interpretations of HRM policies may impact workplace results greatly. In fact, employees' experiences and perspectives have a critical role in shaping personnel's reactions to HRM strategies, stressing the importance of ensuring the alignment of managerial intent with employee perception by HR managers in order to realize satisfactory organizational results. This potential for divergence in

staff members' perceptions of HRM practices highlights the complex interactions within organizational settings. The differences may stem from the detailed customization of HRM practices made for various employee demographics (strategies tailored for different employee groups), resulting in increasing misunderstandings among employees. Employees might see specific HRM practices as irrelevant to their jobs, thereby overlooking possible advantages or disadvantages of these organizational tools. Even within the same work groups, different interpretations may arise concerning the availability and reasoning behind HRM practices that are put into effect. In general, these disparities can be attributed to individual differences that arise from various factors such as personalities, past work experiences, or the social dynamics present in the workplace (Wang et al., 2019; Beijer et al., 2021). From an academic perspective, the differences in how HRM practices are perceived among individuals within organizations are not simply a statistical variance to be reduced, but a significant occurrence that illuminates the impact of HRM activities on organizational outcomes. That is why this question warrants careful and profound study.

The conducted research aims to, by critical stigmatization of extant literature, integrate current findings and confirm once again that employee perceptions of HRM practices are complex and multifaceted. The study will consider not only the details of the HRM practices themselves but also the nature of their implementation and the perceived intention behind them, as seen in various relevant studies. The research focus will be on understanding how employees perceive HRM practices, aiming to lighten the impact of these activities on employee behavior and attitudes. In addition, the investigated papers will focus only on HRM practices that are observed in bundles, transcending the limitations of the "isolated practice-centric" literature approach. Finally, the conducted study will try to prove the main research premise that HRM practices are not merely administrative routines but transformative tools that can alter employee behavior whilst elevating organizational performance and effectiveness in tandem.

BRIEF THEORETICAL INSIGHT INTO THE PHENOMENON OF PERCEIVED HRM PRACTICES

The conceptual framework of perceived HRM practices hinges on their subjective embodiment – the way they are experienced and interpreted by an average employee within an organization. For HRM strategies to exert a meaningful influence on employee outcomes, they must be cognitively internalized by employees, as cognition forms the bedrock upon which attitudes and behaviors are constructed. Each individual HRM practice or an integrated set of practices (bundle), serves as a communicative signal to employees, conveying distinct messages that reflect organizational intents (Bello-Pintado, 2015; Dello Russo, Mascia & Morandi, 2018; Bos-Nehles & Veenendaal, 2019). When these messages are interpreted as indicative of the employer's goodwill, they tend to provoke positive reactions from employees (Maheshwari & Vohra, 2015; Hameed & Khwaja, 2023). This rationale is supported by the foundational theories of Social Exchange and Psychological Contract. Mentioned theories posit that the perceived benevolence inherent in the implementation of HRM practices fosters a reciprocal dynamic. Employees, recognizing the goodwill embedded in these practices, are naturally inclined to respond with positive behaviors, thus creating a virtuous cycle of mutual benefit and organizational harmony (Wang et al., 2019; Winarno, Prasetyo, Luturlean & Wardhani, 2022; Bos-Nehles & Veenendaal, 2019; Giancaspro, de Simone & Manuti, 2022). Understanding the background of this rationale largely determines the organization's future (for instance, as author Choi (2019) states, employees' perceptions of these procedures frequently influence their effectiveness and organizational performance). This paper will theoretically contribute to a more detailed insight into the presented issue.

SCOPE OF THE SYSTEMATIC LITERATURE REVIEW AND INTEGRATED METHODS

Key words like human resource (management)/HRM/HR practices, employee perceived HRM practices, employee perception on HRM, HR/HRM bundles of practices, etc., were utilized in the research of the papers that would be included in the literature review. The research focused on the most recent studies in this field – only studies published during the previous five years (2019-2024 interval) were taken into

consideration, as current literature has yet to address them (during this time period, there was also an increasing focus on the employee viewpoint towards HRM practices in research). Nonetheless, in order to provide a solid research basis, the paper's theoretical foundations are also built on several sources of slightly older literature.

The literature that was used was extracted from several credible, highly rated peer-reviewed journals that have been on the list of the world's most famous publishers in this sector of management for years. Publishers incorporated include the following: Routledge (Taylor & Francis Group), Wiley Online Library (Wiley Periodicals, Inc.), Sage Journals, Emerald Insight, Academy of Management, Elsevier, MDPI, Canadian Center of Science and Education, etc. These publishers include journals like: International Journal of Human Resource Management, Human Resource Management, Journal of Management, Human Resource Management Journal, Personnel Review, Personnel Psychology, Modern Applied Science, Academy of Management Journal, European Management Journal, Sustainability, International Journal of Organizational Analysis, Leadership & Organization Development Journal, International Journal of Productivity and Performance Management, Evidence-based HRM, etc. A grand total of thirty-three scientific empirical studies (research papers) were chosen, thoroughly analyzed regarding how employees perceive HRM practices in different contexts, and minutely presented in the research.

From the aspect of research design, *a priori*, it is crucial to emphasize that this research purposefully omits the "managerial" perspective, which refers to the papers with the traditional managerial interpretation of HRM practices. This exclusion is a purposeful methodological decision, enabling the study to focus solely on how employees perceive HRM practices. The rationale behind this approach lies in the recognition that employees' subjective experiences and perceptions of HRM practices are inherently different from managerial viewpoints, and play a key role in forming employee attitudes and behaviors (Wang, Rafferty, Sanders & Kim, 2022). The study aims to understand employees' diverse and detailed views on HRM practices by only considering their perspectives. This methodological focus guarantees that the results are firmly based on the employees' real-life experiences, leading to a detailed comprehension of how HRM practices affect employee outcomes. Consequently, the research

offers valuable insights that are relevant and can be implemented, aimed at refining HRM strategies to better align with the actual experiences and needs of employees.

As within the realm of strategic HRM, there exists a growing focus on evaluating the combined effectiveness of multiple HRM practices rather than individual ones (Combs, Liu, Hall & Ketchen (2006) suggest that a comprehensive HRM system has a greater influence on organizational outcomes than individual practices alone), the conducted study prioritizes papers that capture employee perceptions across a comprehensive array of HRM practices, avoiding the constraints of single-practice analyses in a study. In particular, this research is centered on studying combined HRM practices that are coordinated to improve employee skills, drive motivation, and provide opportunities for involvement. This, among others, includes recruitment, selection, training, development, performance appraisal, compensation, and information-sharing practices (the most commonly researched HRM practices in the literature). These individual practices, frequently discussed in strategic HRM literature provide a detailed insight into how cohesive HRM strategies contribute to organizational success.

By summarizing the literature, the idea is that readers may easily draw conclusions and identify patterns in HRM practices research (whether they were observed as predictors/dependent variables, in the context of which mediators/moderators were most often studied, and what was the prevailing research context they were observed into). Ultimately, research will provide suggestions for additional academic investigation, wishing to enhance this research niche's theoretical and practical underpinnings.

MAIN FINDINGS OF THE REVIEW

The main findings of the review of empirical studies on employees' perceived HRM practices (2019-2024 period) are shown in Table 1 which is presented in the Appendix section.

CONCLUDING CONSIDERATIONS

In the domain of HRM perception research, a key focus is on the subtle variations in how HRM practices are perceived by "human" constituents

of an organization. This divergence highlights a fundamental aspect of organizational dynamics, where empirical investigations consistently reveal disparities in how HRM strategies are understood across different hierarchy levels. Studies indicate that employees often have differing interpretations of HRM practices compared to their managers, resulting in varying levels of alignment between their perspectives. The extent of this difference in perception can significantly fluctuate, affected by elements like the effectiveness of managerial communication and the likeness in social and administrative rank between managers and employees. These beliefs have important consequences for employees' outcomes in different areas. Observed studies demonstrate that the way employees perceive HRM practices has a direct influence on critical organizational metrics including: commitment levels, job satisfaction, employee engagement, informal workplace learning and creativity, intent to leave, retirement intentions, performance outcomes, behaviors that support the organization, etc. Additionally, it is observed that the relationship between perceived HRM practices and these outcomes can be intensified by multifaceted factors (moderators), ranging from the personal traits of employees to broader organizational features and the perceived backing from the organization itself (e.g. self-efficacy, employee age, employee health, career stage, innovative climate, procedural justice, supervisory role, etc.). The aforementioned relationships are also proven to be mediated by various organizational "determinants", such as: work engagement, job satisfaction, organizational commitment, perceived person-organization fit, trust in management, perceived organizational support, organizational attractiveness, etc.). All these noted relations corroborate the main research hypothesis which claimed that HRM practices are not merely administrative routines but transformative tools that can alter employee behavior whilst elevating organizational performance and effectiveness in tandem.

Despite promptness in presenting and advancements in understanding these relationships, the field (HRM literature) still confronts some methodological challenges that need to be overcome. Although there is significant knowledge of the consequences of perceived HRM practices, further in-depth investigation into the organizational factors that shape these perceptions would be beneficial in future research. An inquiry into this affair would greatly enhance overall comprehension of the formation

of these perceptions and their implications for organizational dynamics. In addition, although this research covered the investigation of a range of bundles of HRM practices (including: well-being oriented HRM practices, effective HRM practices, job resource HRM practices, employees' perceptions of high-performance work practices, human resource development practices, etc.), there remains significant potential for future studies to delve into additional, novel and innovative configurations of bundles of HRM practices.

Not neglecting the valuable insights it provides (the conducted study revives the neglected conversation surrounding HRM practices and their consequential implications, establishing itself as the bearer of knowledge for organizations seeking to shape their future research agendas and strategic decisions with informed deliberation), this particular research finds its limitation in the relatively modest quantity of reviewed papers it contains. This constraint underscores the necessity for future research to incorporate a more extensive and diverse spectrum of scholarly analyses, i.e. a considerably greater volume of research papers. As this line of investigation shows potential for improving common comprehension of how HRM procedures are understood, interpreted, and utilized by employees to improve organizational efficiency and employee welfare, further research with enriched methodology is also recommended.

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FRONTOVI ISTRAŽIVANJA O PERCEPCIJI PRAKSI MLJR OD STRANE ZAPOSLENIH

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Sažetak: *Sačinjene da efikasno upravljaju i optimizuju ljudski kapital u organizacijama, prakse MLJR (menadžmenta ljudskih resursa) učvršćuju organizacione ciljeve i poboljšavaju prosperitet i održivost entiteta. Imenovane prakse kombinuju strateško predviđanje, podržavajuće liderstvo i inovativna rešenja zarad stvaranja harmoničnog i progresivnog radnog okruženja. Osnovna premisa istraživanja nalazi se u spoznaji da se percepcije praksi MLJR od strane „ljudskih” konstituenata organizacije mogu znatno razlikovati. Sprovedena studija fokusirana je isključivo na interpretaciji praksi MLJR od strane zaposlenih (izostavlja menadžersku perspektivu), dok istovremeno diskutuje o praksama MLJR u „snopovima” (prevazilazeći ograničenja literaturnog pristupa „orijentisanog na izolovanu, pojedinačnu praksu”). Istraživanje ima za cilj da unapredi teoriju MLJR u prethodno pomenutom domenu integracijom aktuelnih znanja, budući da se vrlo mali broj skorašnjih studija posvetio tome. Rad pruža kritički, kvalitativni i komparativni pregled literature o istraživanju praksi MLJR, analizirajući trideset tri naučne studije objavljene u desetak međunarodnih časopisa u periodu od 2019. do 2024. godine. Da bi se obezbedila kredibilna, holistička sinteza literature, lista časopisa se primarno sastoji od uglednih, visoko rangiranih časopisa poznatih naučnoj javnosti po svojoj uticajnoj istoriji istraživanja i značajnom doprinosu znanju o ljudskim resursima. Glavni istraživački nalaz je zaključak da prakse MLJR nisu samo administrativne rutine, već transformativna oruđa koja mogu preoblikovati ponašanje zaposlenih, istovremeno doprineseci organizacionom učinku i efektivnosti.*

Ključne reči: *teorija MLJR, percipirane prakse MLJR, percepcija zaposlenih, sistematski pregled literature.*

APPENDIX

Table 1. *Review of empirical studies on employees' perceived HRM practices (2019-2024 period)*

Empirical study reference	Conceptualization of employees' perceptions of HRM practices	Context of the research	Data analysis incorporated	Independent variable	Mediator	Moderator	Dependent variable
Alam, Shariat Ullah, Islam & Chowdhury (2024)	The relationship between perceived HRM practices and employee engagement	The data were collected from 280 employees in Bangladesh's ready-made garments (RMG) industry (a cross-sectional survey design)	By utilizing SmartPLS software, structural equation modeling (SEM) and an importance-performance matrix analysis (IPMA) were conducted	Perceived HRM practices (recruitment and selection, performance appraisal, training and development, compensation)		Supervisory role	Employee engagement
Alhajaj & Ahmad (2023)	The relationship between perceived HRM practices and talent turnover intention	A total of 283 valid questionnaires from United Arab Emirates' government employees were used for the data analysis	Partial least squares structural equation modeling (PLS-SEM)	Employees' perceptions of HRM practices (pay satisfaction, empowerment, participation, communication)	Work engagement	Self-efficacy	Talent turnover intention
Alharbi, Jaafar & Azizi (2022)	A review of the relationship between HRM practices and organizational and employee performance	A systematic review of 23 most recent empirical studies that examine a given relationship	Systematic literature review conducted through the NVivo software (used to analyze the outcomes and findings of the literature review, discussion, and analysis)	HRM practices			Organizational and employee performance

Empirical study reference	Conceptualization of employees' perceptions of HRM practices	Context of the research	Data analysis incorporated	Independent variable	Mediator	Modulator	Dependent variable
Beijer, Peccei, van Veldhoven & Paauwe (2021)	A critical review of the measurement of perceived HRM practices (a lack of transparency in how these measures are often reported, as well as concerns about the validity of HRM outcome results)	A systematic review of empirical, survey-based HRM-outcome studies published between 2000 and 2017 in 10 top HRM-dedicated, general management and applied psychology journals (a subset of 72 studies that use employee measures were included)	Systematic literature review				
Boon, Den Hartog & Lepak (2019)	An analysis of how HR systems research has evolved over time and identification of significant trends that clearly connect the conceptualization and measurement of the HR system	A systematic review of 495 empirical studies on 516 HR systems (defined as "bundles" of HRM practices)	Systematic literature review				
Bos-Nehles & Veenendaal (2019)	An analysis of the effect that perceived HRM practices have on the innovative work behavior of individual employees	The data were collected from 463 individuals employed in four Dutch manufacturing companies, shop-floor production workers, between May 2010 (pilot study) and July 2011	Regression analysis	Employees' perceived HRM practices (compensation system, training and development, information sharing, and supervisory support)		Innovative climate	Innovative work behavior
Choi (2019)	The relationship between HR systems and two aspects of firm performance (financial performance and employee job satisfaction)	The database included 6,709 employees in 245 manufacturing firms in South Korea	Regression analysis and hierarchical linear modeling	HR systems	Employees' positive perception of HR systems		Financial performance and employee job satisfaction

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Cooper, Wang, Bartram & Cooke (2019)	The relationship between collectively experienced well-being-oriented HRM practices and employee performance	A survey was conducted across 62 bank branches of 16 Chinese banks during the 2014-2015 period in Chengdu and Chongqing, two major cities in the southwestern region of China. Two-wave data were gathered from 561 employees	Multilevel modeling using Mplus 7.4	Well-being oriented HRM practices	Social climate, employee resilience		Employee performance
Giancaspro, de Simone & Manuti (2022)	The relationship between positive perception of HRM practices with organizational citizenship behaviors	A self-report questionnaire was completed by 406 employees of an Italian sector of the Public Administration	A parallel multiple mediator model was applied using the PROCESS SPSS (Model 6) computational tool; and Linear hierarchical regressions	Positive perception of HRM practices	Work-family interface (work-to-family and family-to-work spillovers)		Organizational citizenship behaviors
Hauret, Martin, Omrani & Williams (2022)	The relationship between the bundle of HRM practices and job satisfaction	Linked employer-employee data collected by two nationally representative surveys in Luxembourg in 2013 (Luxembourgian employees including cross-border and migrant employees from France, Belgium, Germany, and Portugal), in total 1,238 employers and 8,373 employees	Multiple regression methods	HRM practices (participation in organizational life, teamwork, development, job security, family-friendly practices, incentives, and selection)			Job satisfaction

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Huang & He (2022)	The relationship between employees' perceived HRM practices and organizational citizenship behavior	A large Chinese high-tech company (a sample of 417 Chinese employees were recruited to participate in a paper-and-pencil survey)	A moderated mediation model using PROCESS macro for SPSS	Employees' perceived HRM practices	Perceived insider status	Emotional exhaustion	Organizational citizenship behaviour
Hussien * Ibrahim & Naser (2022)	The positive influence of effective HRM practices on affective commitment	A self-administrated questionnaire was disseminated in 19 resort hotels located in the Red Sea region of Egypt	Structural equation modeling (SEM)	Effective HRM practices (recruitment and selection, training and socialization, security)	Job satisfaction		Affective commitment
Jawaad, Amir, Bashir & Hasan (2019)	The relationship between perceived HRM practices and organizational commitment	The data were gathered from 218 individuals employed at various telecommunication companies located in Lahore (Pakistan)	Partial least squares structural equation modeling (PLS-SEM) using SmartPLS 3 software	Perceived HRM practices (recruitment and selection, training, rewards and recognition, performance appraisal satisfaction, and work environment)	Job satisfaction		Organizational commitment
Jolović & Berber (2021)	The relationship between perceived HRM practices and turnover intention	Organizations operating in the Republic of Serbia (data obtained from 99 employed millennials during 2021)	Partial least squares structural equation modeling (PLS-SEM) using SmartPLS 3 software	Employees' perceived HRM practices	Organizational commitment		Turnover intention
Khanda kar & Pangil (2021)	The relationship between HRM practices and informal workplace learning	The paper develops a conceptual research framework along with propositions by integrating comprehensive empirical literature	Literature review	HRM practices (selective hiring, extensive training, performance appraisal, compensation practices, employment security, promotion opportunity, empowerment, information sharing)	Affective commitment		Informal workplace learning (learning with others, self-experimentation, external scanning)

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Kooij & Boon (2019)	An analysis of how and when employees' perceptions of high-performance work practices (HPWP) affect employee affective commitment	A three-wave survey study (with 1 year between consecutive waves) conducted among 487 Dutch university employees	Structural equation modeling (SEM) using Mplus 7	Employees' perceptions of high-performance work practices (HPWP)	Perceived person-organization fit	Career stage	Affective commitment
Lee, Kim, Lee & Moon (2019)	The relationship between perceived HRM practices and employees' creativity	A survey study included a total of 285 employees in 14 Korean, government-funded research institutes	Hierarchical regression analyses using PROCESS macro for SPSS	Employees' perceived HRM practices	Trust in management	Type of employment	Employees' creativity
Li, Fu, Chadwick & Harney (2024)	The relationship between job resource HRM practices and challenge demand HRM practices with employee wellbeing	A dataset of 4,823 individual employees from a National Workplace Survey of Employees conducted in Ireland	Structural equation modeling (SEM)	Job resource HRM practices (participation and autonomy), and challenge demand HRM practices (training and pay for performance)	Challenge demand (time pressure and workload)		Employee well-being (psychological well-being – commitment, physical well-being – exhaustion reversed, social well-being – workplace relations)
Li, Rees & Branine (2019)	The relationship between employees' perceptions of HRM practices and employee commitment with turnover intention	The data were obtained from 24 small and medium-sized enterprises (SMEs) in mainland China (a sample of 227 employees)	Multiple regressions	Employees' perceptions of HRM practices			Employee commitment and turnover intention
Liu, Cui & Nanyangwe (2023)	An analysis of the joint effects of leadership styles and HRM practices on employee performance	The data were collected from 108 employees and 32 line managers in China through structured interviews and a questionnaire survey	Fuzzy-set qualitative comparative analysis (fsQCA) was adopted to identify the configurations of conditions associated with the outcome	Leadership styles and HRM practices			Employee performance

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Malik & Malik (2023)	The relationship between seven HRM practices and destructive deviance	Context of Indian organizational culture (265 middle-level IT workers provided the study's data)	Confirmatory factor analysis and PROCESS Macros	Perceived HRM practices (leadership development, professional investment, egalitarian practices, developmental appraisals, family-friendly practices, engagement practices, generous benefits)	Perceived organizational support (POS)		Destructive deviance
Manuti, Lo Presti & Giancaspro (2021)	The relationship between employees' HRM perception and organizational citizenship behaviors	A survey questionnaire was completed by 407 employees of a private healthcare organization located in Southern Italy		Employees' HRM perception	Work engagement, perceived organizational support, and leader-member exchange		Organizational citizenship behaviors
Najam, Ishaque Irshad, Salik, Khakwani & Liaquat (2020)	The linkage of HRM practices with customer satisfaction	The data were collected from paramedical staff members and patients (228 of them) working in the healthcare sector of Pakistan	Moderated regression analysis was carried out via the Slope test, while the mediation analysis was conducted using AMOS 21	HRM practices	Employee job satisfaction	Procedural justice	Customer satisfaction
Obeidat (2019)	The relationship between perceived HRM practices and employees' turnover intentions	Organizations operating in the Hashemite Kingdom of Jordan (survey data were collected from 297 employed individuals)	Hierarchical multiple regression analyses using IBM SPSS statistics 23, and the three-step mediation test	Perceived HRM practices (high-performance work system)	Organizational attractiveness		Turnover intention

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Oh (2020)	The relationship between employees' perceptions of HRM practices and employee turnover intentions	A survey questionnaire was distributed to both white-collar and knowledge workers engaged across various organizations in the Seoul Capital Area, Republic of Korea, resulting in a final sample of 310 full-time employees	Structural equation modeling (SEM)	Employees' perceptions of HRM practices (compensation satisfaction, perceived job security, and perceived job autonomy)	Affective commitment		Employee turnover intentions
Otoo & Mishra (2019)	The effects of human resource development (HRD) practices on employee performance	The data were collected through a questionnaire administered to 500 employees of the selected small and medium-scale enterprises in Ghana	Structural equation modeling (SEM) and confirmatory factor analysis	Human resource development (HRD) practices (career development, training and development, performance appraisal, and compensation)			Employee performance (efficiency of work, planning of work, creativity and innovation, and making efforts)
Salminen, von Bonsdorff & von Bonsdorff (2019)	The relationship between perceived HRM practices and retirement intentions	A cross-sectional study was conducted among older (50+) nursing professionals working in a university hospital in Finland during 2016 (396 of them filled in questionnaires)	Mean comparisons and linear and logistic regression analyses (Enter method) were used to analyze the data (SPSS 22.0)	Perceived HRM practices	Resilience		Retirement intentions (intentions for early retirement, and intentions to continue working after official retirement age)
Stirpe, Profili & Sammarra (2022)	The relationship between employee satisfaction with HRM practices and in-role and extra-role performance	A field study conducted in October 2017 surveyed 364 employees from a major multinational company operating in the pharmaceutical industry in Italy	OLS regressions, mediation models, and usage of the PROCESS SPSS Macro for first-stage moderated mediations	Employee satisfaction with HRM practices	Employee engagement	Employee health	In-role and extra-role performance

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Suryanarayana (2022)	The relationship between perceived HRM practices and organizational commitment	The Nepali banking sector, employees working in 9 "A-class" commercial banks (269 respondents in total)	Confirmatory factor analysis using SPSS AMOS 21, and a hierarchical regression analysis	Perceived HRM practices (good and safe working conditions, training and development, equal employment opportunities, recruitment and selection)	Person-organization fit	Employee age	Organizational commitment
van de Voorde & van Veldhoven (2020)	A systematic review of employee perceptions of HRM practices in terms of: how they are examined (as an antecedent, mediator, or outcome), the theoretical perspectives that explain construct, and the type of conceptualizations that have been used in the SHRM research	In total, 45 empirical studies were included in the review	Systematic literature review				
Vuong (2022)	The relationship between perceived HRM practices and service-oriented organizational citizenship behaviors	The data consists of the perceptions of 457 front-line employees who worked (at least one year) at commercial banks in Vietnam	SmartPLS 3.0 software for structural equation modeling with partial least squares (PLS-SEM) was used for inferential analysis purposes	Perceived HRM practices	Employee engagement	Positive psychological capital	Service-oriented organizational citizenship behaviors
Wang, Kim, Rafferty & Sanders (2019)	The identification of three distinct components of employee perceptions of HRM practices: the "what", "how", and "why"	The review of empirical articles on employee HRM perception (105 articles published in leading HRM journals)	Systematic literature review				

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Winamo Prasetyo, Luturle an & Wardhani (2022)	The relationship between effective HRM practices and employees' turnover intention	In total, 377 questionnaires met the criteria for data processing (employees from a state-owned transportation company)	The study employed a quantitative methodology, while structural equation modeling (SEM) techniques were used for data processing	Effective HRM practices (recruitment, orientation, training, career development, compensation, industrial relations)	Perceived organizational support, employee engagement		Employees' turnover intention

Source: Author